



HOW TO RESTORE YOUR EMPLOYEE ENGAGEMENT?

Santosh Kumar Dubey*¹

Mainspring Trajecta Global Inc.

ABSTRACT

The term employee engagement has gained considerable popularity in last the 3 decades yet it remains inconsistently defined and conceptualized. Although much has been written on the subject and few rigorous academic research has been done. This research article explores the technique of restoring employee engagement using an integrated literature review to define and situate the concept within the Human Resources arena by systematically reviewing and organizing literature across various disciplines. Seminal works on the topic were identified and reviewed to gain an understanding of the topic's development. A working definition is proposed and organizational practices are discussed which will help the organization to restore their employee engagement initiatives.

1. INTRODUCTION

Companies might 'retain' an employee on their payroll by offering a pay increase or perks. But when it comes to engaging an employee, the entire ball game changes here. Engaging an employee is intended to retain them as a byproduct of them where employee wanting to stay for non-monetary reasons as well such as employee liking the work, the company, the boss and the management. By making the work really interesting and helping the employee to feel that they make a difference, people care about them and want them to succeed, get promoted and continue to do better and better, that's engaging them. A highly motivated workforce is the primary aim, in the belief that they will produce more and far better results. In addition managers who 'engage' employees generally feel better about all these things themselves rather than seeing them as widgets to be 'retained' by trying to buy loyalty and long term service through things that cost money.

There are a variety of measures of engagement available in the market. However, the lack of a clear definition of employee engagement and the differing requirements of each organization indicates that there would be quite a bit of variation of what is require to be measured for a specific organization. This research paper will throw lights on how an organization can identify employee engagement issues and how can they go ahead to restore their employee engagement initiatives holistically without spending much of cost by making small changes in their engagement initiatives.

2. BACKGROUND

Over recent years there has been seen a significant shift in employee-employer relationships.

With increasingly competitive markets, globalization, a volatile economic climate, demands for constant change and the war for talent, organizations face significant challenges in their pursuit for business success. There is also evidence that expectations of employers and employees differ from those of the past. In increasingly turbulent times engagement may therefore be the ‘deal-breaker’ for organizations seeking sustainable success.

Some employees now seek short-term careers in different organizations with the expectation that they will commit for the short-term and move on from jobs that are not satisfying, or simply use experience gained in one role as a stepping stone to another job (Bates, 2004). Organizations want people to put in extra effort and generate innovative ideas to improve services and save money (Skapinker, 2005).

Managers need to recognize this shift and refrain from using an autocratic management style, which is likely to disengage employees who seek more collaborative and empowering management, and inhibit innovation and a willingness to exert extra effort (Bates, 2004).

Engagement levels can vary according to different biographical (Age, gender, caring responsibility) and personality characteristics. Where younger employees are the least positive and most disengaged in the workplace, this may be a reflection of low organizational seniority and power or the different expectations and values of Millennials and Generation Z.

There may be aspects of a person that are likely to give them a tendency for being engaged. Being low in neuroticism, high in extra version, and having a temperament that allows one to adapt and switch between activities may make it easier to engage. The selection of such predisposed individuals may help further the creation of high-performance cultures.

Engagement begins with what an employee considers is worth investing themselves in; the choice to engage lies with the employee, not the organization.

There are three types of employee in any organization –

1	Highly Engaged	Very passionate towards their work, has strong connection with their company. Strive themselves towards innovation and want to see their organization moving forward.
2	Moderately Engaged	This type of employees are half in and half out, does not have much of passion left, sleepwalking through their workdays, just putting time in the work.
3	Barely Engaged	Barely Connected to workplace, Indifferent attitude, Lack of motivation, Turnover risk
4	Disengaged	Unhappy employees, doesn't want to put their efforts, always busy in showing their unhappiness, jealous about their engaged coworkers achievement.

3. METHODOLOGY

To continue with our work on restoring employee engagement, this is an endeavour to bring clarity in the areas of employee engagement, which will focus on employee development, their interaction style, task type and employee self-values impacting the employee performance. This paper is based on a systematic review of literature and secondary information obtained from articles, research papers and internet searches on employee engagement.

4. EMPLOYEE ENGAGEMENT – MEANING

Numerous, often inconsistent, definitions of engagement exist in the literature. There is three major institutions (organizations, Academics, consultancies) that define engagement based on their extensive research work.

Organizations define engagement as engaged employees shows commitment, loyalty, exert discretionary effort, use their talents to the fullest and are enthusiastic advocates of their organization's values and goals.

Academic define engagement as focus on outcomes of engagement (advocacy, dedication, discretionary effort, fostering change); the psychological state (employees fully involve themselves in work, are absorbed, focused and energized); and the two way beneficial relationship between employer and employee.

Consultancy defines engagement as a psychological state with numerous outcomes for the organization, and considers the role of the organization in enabling it. Engagement results from having a line of sight between individual and business performance so staff understand their contribution, as well as a culture that values, encourages and listens to staff.

All sources define engagement to some degree by its outcomes and something given by the employee which can benefit the organization. They generally agree that engaged employees feel a sense of attachment towards their organization, investing themselves not only in their role, but in the organization as a whole.

5. RESTORING EMPLOYEE ENGAGEMENT MODEL

As discussed in this paper we have focused on restoring employee engagement model, we assume that this model will help the organization to zero down their actual employee engagement issues without spending cost. This will ultimately result in high organization performance through the right engagement initiatives by making small changes in their current engagement practice.

When an employee says “I don't like my job” or “I don't value my job” or “I don't connect with my job”, it's a pretty serious statement. Whenever any employee says this as an organization it's time to come into action quickly. Although it's not very clear what as an organization should do usually organization which doesn't want to do anything take one of the two approaches –let their employees keep on Suffering, leave it on the employee to change their job, both the approaches are extreme and have many downsides. The next approach is to “Restore”. This research paper will discuss about “Restore”, it will help to engage the employee. If organizations is serious to engage their employees this research

paper suggests asking a few possible questions to the employee mentioned below and tries to gather employee feedback.

1. Is it more true that you don't like your job because "Getting job work is frustrating"
2. Is it more true that you don't like your job because "Somehow they're not well matched"

If the outcome is "Getting Job done is frustrating"- following areas need to be checked upon-

1. Goals- Organization defined business goals are clear based on SMART (Specific, Measurable, Attainable, Reasonable, Time bound) criteria, where the employee knows their deliverable targets without any overlaps.
2. Resources- Employee is been provided with requisite resources (manpower strength, safety equipment's, tools, environment, benchmarked organization policies, technology etc.) to perform their task perfectly.
3. Progress- Employee is able to see himself making progress within the organization over a period of time by fair evaluation, getting recognition for the achievement)
4. Skills- Employee possess requisite skills or they are missing critical job skills to perform the given task on time, do they have the proper training to develop skills for superior performance)

The Problem in all the above areas can lead to serious job dissatisfaction but this can be fixed. Based on the employee feedback if any of the areas have gap and is been ignored, immediate attention should be given and action needs to be taken to bridge the gap.

If the outcome is "Somehow they're not well matched"- following aspects need to be pondered upon by asking employee furthermore question, they are not well-matched to what?

1. People-If an employee has an issue with people within the organization may be with the boss or co-workers. The interactive style needs to be considered upon, interactive style indicates ones behavior based on the scale of Introvert – Extrovert, Fast Paced – Slow Paced. If an employee is working with Slow Paced – Introvert and he is Fast Paced – Extrovert, there are high chances of having a conflict. But based on research and experience these things can be fixed with proper attention and awareness through proper counseling and mentoring approach.
2. Task – In this competitiveworld where every business is looking to chase other businesses and want to do the expansion. Same way today's time Millennials and Gen Z working pattern has changed comparatively Gen X. Task type could be another area where employee feels himself disengaged. There are basically three types of task Routine Task, Trouble Shooting Task and Project Task (long term/short term), if someone enjoys doing trouble shooting task and is been given routine task it is quite pertinent that employee will be disengaged and there would be any deliverables to organization success.
3. Values- Values plays important role in engaging employee, it is an individual's principle or one's judgement about what is important to him in life. The conflict arises if an employee thinks that I am all about helping people and my company only focuses on earning money or I want to do new things but my company interested in doing routine things or I want to earn money ethically and employer I work they also should do their business ethically. If there is

small differences in the values found it is quite possible to bridge the gap but it is difficult to salvage in case of big difference.

6. RECOMMENDATIONS & SUGGESTION

Organization Management and Human Resources Department must have a concise vision and mission towards employee engagement, every organization is different accordingly their strategy and initiatives should be different from each organization. The Organization can restore their employee engagement by ensuring the following things-

1. Constant communication with the employees within the organization by way of one to one meeting, group meetings, departmental meetings, skip meetings, town hall meetings.
2. Should keep benchmarked organization policies & process, benchmarked compensation.
3. Focuses on employee development, skill enhancement and career advancement
4. Immediate attention to employee interpersonal issues with superior, co-workers.

7. CONCLUSION

The perspective of restoring employee engagement is an attempt to lay a foundation which can improve the quality of employee engagement in the organizations. Employee engagement is a workplace approach providing the right conditions for all the employees within the organization where they can give the best to their abilities. The studies concerned with employee engagement indicated that factors like clear goals, adequate availability of resources, constant progress, appropriate skills support, manager and co-workers interactive styles, task type and employee self-values are few strongest drivers in restoring employee engagement. The employee engagement concept has captured so much attention because the research suggests that engaged employee is 7 times more likely to stay with the company, 11 times more committed to the job they are doing, 6 times more likely to endorse their company as a great place to work compares to the disengaged employee.

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